CITY OF WHITEHORSE

Council Plan

2011-2015

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Welcome

Whitehorse City Council is pleased to present its 2011-2015 Council Plan.

The Council Plan identifies Council's priorities for the next four years and defines its key strategic response.

This important document sets Council's direction for the future and details how Council will allocate its financial and non-financial resources to deliver the Council Plan and all Council services, for the next four years.

It responds positively to Council's goals and aspirations as documented in the 10-year plan,

Our Vision for Whitehorse 2006-2016.

Our Vision for Whitehorse 2006-2016 was developed after extensive community consultation and provides the overarching planning framework for Council.

A Message from the Mayor

It gives me great pleasure to present the community with the *Council Plan 2011-2015*.

The Council Plan reflects the commitment and strategic leadership of Whitehorse Councillors and provides the Chief Executive Officer direction for the year ahead.

Councillors participated in a review process of last year's plan and, after discussion, the plan was adjusted to reflect trends, influences, resources and pressures in the current environment.

A strategic approach was taken that included useful questions such as:

- Where are we now?
- What's going on around us that we need to take into account?
- Where do we want to be in 2015?
- How will we get there?

Many external factors were found to impact on Council, including:

Environment – Climate change is bringing with it more extreme weather events such as storms and associated flooding. Council is committed to maintaining its assets at an acceptable standard for the community.

Socio/Demographic – Whitehorse has a large proportion of people in the 60+ age group and Council needs to consider how we will best provide for these older residents. There are also young families that require a range of children's services. Council is committed to providing and advocating for a range of relevant services.

Political – Changes in state government has caused major policy changes and impacts to Council services. Whitehorse has felt the impact of continued 'cost-shifting' by the state government and an increasing share of the financial burden falling on ratepayers. Council is committed to advocating strongly on behalf of residents to the state and federal governments. This will be done independently and in alliance with the Eastern Regional Mayor's.

Housing/Accommodation – It is becoming increasingly more difficult, for young people especially, to afford to buy a home. Council is committed to advocating to create opportunities for more affordable housing.

Finance/Business – The recent global financial crisis highlighted how external influences can affect us locally in Whitehorse. Council is committed to supporting local businesses and maintaining and strengthening partnerships with government.

Councillors also considered other external influences on Whitehorse including:

- Infrastructure
- Economy
- Health
- Education
- Natural resources
- Sport/leisure/recreation
- Arts/culture/entertainment
- Natural disasters

Councillors then reviewed the plan's current Strategic Objectives, Strategies and Strategic Indicators while considering the issues that impact on the City of Whitehorse. This was a very productive process and you can find these Strategic Objectives, Strategies and Strategic Indicators on pages 9-11 of this plan.

The Council Plan will also contribute in the implementation of *Our Vision for Whitehorse 2006-2016* by clearly setting out Council's key strategic objectives over the next four years.

These are to:

1. Serve and strengthen our diverse community to be inclusive, vibrant and engaged;
2. Promote, protect, enhance and respect the quality of our natural and built environments;
3. Deliver organisational excellence, visionary leadership and strong governance, through dedicated people, to ensure the best possible contribution to our community; and
4. Support a prosperous, diverse and healthy local economy that contributes to the wellbeing of our community.

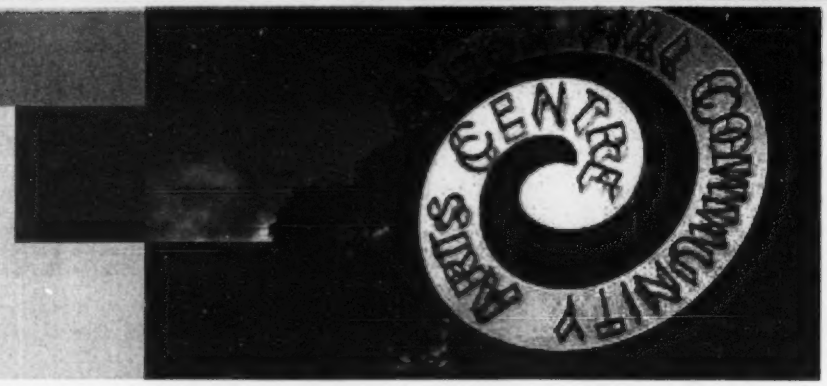
This plan goes further to outline the broad strategies Council will adopt to achieve its strategic objectives. It also takes into account external influences and financial constraints.

This is an overarching document and you can find the detailed actions and initiatives that Council will pursue in Council's Annual Budget which is presented by the end of June each year.

I encourage you to take the time to read this document and find out more about Council's priorities, aspirations, strategic objectives and strategies for the next four years.

Cr Ben Stennett
Whitehorse Mayor

A Snapshot of Whitehorse



Our Location

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality is bounded by the City of Manningham to the north, the Cities of Maroondah and Knox to the east, the City of Monash to the south and the City of Boroondara to the west. Whitehorse's suburbs include Blackburn, Blackburn North, Blackburn South, Box Hill, Box Hill North, Box Hill South, Burwood, Burwood East, Forest Hill, Mitcham, Mont Albert, Mont Albert North, Nunawading, Surrey Hills, Vermont and Vermont South.

Our Residents

Whitehorse has a population of approximately 151,000 residents with almost one-third born overseas. The 2006 Census data shows that more than 110 different languages are spoken by residents of the city. The most common languages other than English are Cantonese, Mandarin, Greek, Italian, Vietnamese, Hindi, German, Sinhalese, Korean, Indonesian and Arabic.

The 2006 Census data also reveals that approximately 66% of Whitehorse's residents are aged between 18 and 69, 21% are aged under-18 years and 13% are aged over 70.

Volunteering is an important part of the lives of many people living in Whitehorse with 20.5% of residents volunteering to help the community in some capacity compared to 15.5% for the Melbourne average.

Our History

The City of Whitehorse was proclaimed in December 1994, following the amalgamation of the former cities of Box Hill and Nunawading. The birth of the City reunited the suburbs which formed the original Shire of Nunawading more than 100 years ago. The municipality derives its namesake and logo from a white horse dating back to the 1850s, when a white horse statue adorned the front entrance of the City's first hotel and two-storey building. Today, a memorial stands on the former site of the hotel and the white horse symbolizes the City's identity.

The city is also recognised as the home of the Arts, stemming from its relationship with Box Hill as the original site of the Artists Camp.

In 1885, artists established the first of their camps at Box Hill, and whilst the camp only lasted three years, some of the artists, including Frederick McCubbin, returned to the area often.

The city has an impressive art collection containing a total of nine works by members of the Box Hill Artists Camp, including McCubbin, Roberts and Streeton.

Our Logo

The city's logo is modelled on the knight, which is one of the most powerful and flexible pieces in the game of chess. The significance of the white horse emanates from the historical and mythological representation of strength, courage and fertility. The symbol of the white horse in Celtic mythology comes from the Goddess Epona (Gaul), Macha (Eire) and Rhiannon (Britain), each a guardian of good fortune 'for monarch and tribe'. In astrology the white horse characterises freedom, strength and growth.

Our Services and Facilities

Whitehorse Council provides more than 100 high quality services and facilities across a range of areas including Community Services, Environmental Services, Customer Services, Health and Wellbeing, Planning and Building, Parks and Gardens and more.

Our Assets

The City of Whitehorse has a broad base of infrastructure assets, which provide services for our community. Over 700km of roads, 1300km of footpaths, 824km of stormwater drainage network, 375 buildings and facilities including Early Childhood and Maternal Care, Leisure and Recreation, Community and Cultural facilities, 60 sportsfields, 174 playgrounds and an immense asset register of street trees as well as extensive bushland and parkland.

Our Staff

Council values its staff and the contribution they make to the organisation and the wider community. Council's workforce is approximately 1169 employees, many of these in part-time roles. The Equivalent Full-Time (EFT) positions as at the time of publication are 652. Whitehorse has a high percentage of staff who live locally with approximately 44% of the workforce, (494 staff members) living in the municipality.

Our Features

Whitehorse is uniquely characterised by quiet tree-lined residential streets (with some areas dating back to the 1940s), a wealth of parks, gardens and natural bushland reserves, a range of bustling shopping centres, and many arts and cultural opportunities, and sports and leisure facilities.

The Whitehorse community has access to an extensive public transport system with trains, trams and buses all widely serving the area. Whitehorse boasts some of the region's leading educational, medical and leisure facilities and is at the cutting edge of the telecommunications, multimedia and information technology industry.

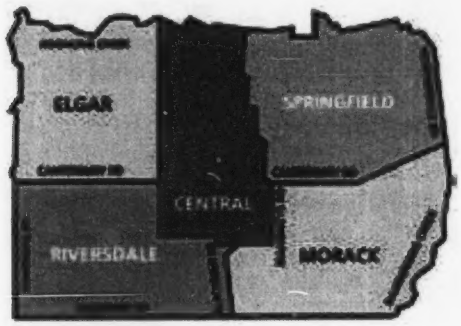
Our Local Attractions

Whitehorse has many attractions for its residents and visitors to discover and experience including:

- Box Hill Town Hall which has been transformed into a vibrant hub for Whitehorse community groups incorporating an accredited art space to display Council's comprehensive art collection and a convenient meeting place for local businesses.
- The Whitehorse Centre, the city's premier arts and cultural centre which attracts thousands of theatre lovers each year. The Whitehorse Professional Theatre and Music Season showcases some of the best professional theatre from around the country at the Whitehorse Centre.
- Schwerkolt Cottage and Museum complex in Mitcham is a heritage listed pioneer's stone cottage in a garden setting surrounded by 2.25 hectares of bushland. This popular attraction is open to the community on weekends.
- The Box Hill Community Arts Centre is an artistic and cultural hub and home to a wide variety of local arts and community groups. The centre offers art and craft classes, an exhibition space, art shop and community meeting space.
- Blackburn Lake Sanctuary is one of the area's most important environmental assets and is regarded as one of the most important bird refuges in metropolitan Melbourne.
- Sportlink Vermont South, Aqualink Nunawading and Aqualink Box Hill are facilities that attract thousands of people each week.
- An outstanding range of community events and festivals, including Australia Day celebrations, the annual Spring Festival, Summer Music Series and Carols by Candlelight.

Meet Your Councillors

The City of Whitehorse has ten Councillors elected by residents to govern the City. The municipality is divided into five wards, with two Councillors elected to represent each ward. The Mayor of Whitehorse is chosen by the Councillors to serve as the principal ambassador for the City for a twelve-month term.



Ordinary Council Meetings are held on the third Monday of each month in the Council Chamber at the Whitehorse Civic Centre. Special Committee Meetings are held on the second Monday of each month. Members of the public are welcome to attend either Ordinary Council Meetings or Special Committee Meetings.

The following Councillors are elected to serve until the Local Government elections in November 2012.

Central Ward

Cr Andrew Munroe
PO Box 30
Blackburn Vic 3130
Phone: 9878 8235
andrew.munroe@whitehorse.vic.gov.au

Official Council appointments

- Local Government's Waste Management Forum to support the Metropolitan Waste Management Group (substitute Councillor)
- Whitehorse Manningham Regional Library Corporation
- Metropolitan Transport Forum
- Audit Advisory Committee
- Aqualink Box Hill Councillor Reference Group
- Advisory Committee for the review of the CEO's development

Central Ward continued...

Cr Bill Pemberton
18 Main St
Blackburn Vic 3130
Phone: 9877 2062
bill.pemberton@whitehorse.vic.gov.au

Official Council appointments

- Local Government's Waste Management Forum to support the Metropolitan Waste Management Group
- MAV ESD Advocacy Group
- MAV Transition Community Workshop Group
- MAV Metropolitan Housing Growth Reference Group
- Advisory Committee for the review of the CEO's development
- City of Whitehorse Scholarship Committee
- Whitehorse Reconciliation Policy and Action Plan Advisory Committee
- Budget 2011/2012 Reference Group

Elgar Ward

Cr Robert Chong OAM
PO Box 34
Box Hill Vic 3128
Phone: 9894 3713
robert.chong@whitehorse.vic.gov.au

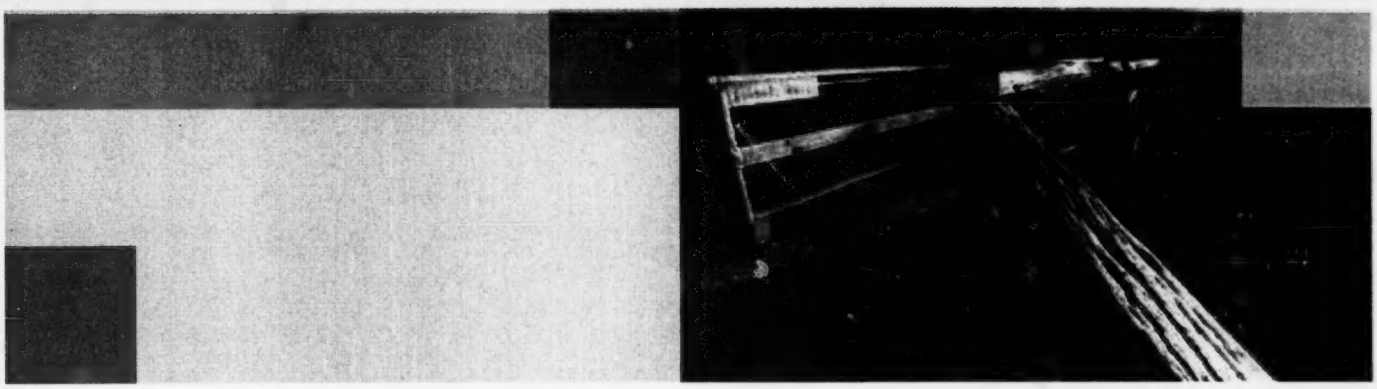
Official Council appointments

- Audit Advisory Committee

Cr Helen Harris OAM
40 William Street
Box Hill Vic 3128
Phone: 9897 1312
helen.harris@whitehorse.vic.gov.au

Official Council appointments

- Visual Arts Committee
- Heritage Steering Committee
- Aqualink Box Hill Councillor Reference Group
- Budget 2011/2012 Reference Group



Morack Ward

Cr Mark Lane
PO Box 4209
Burwood East Vic 3151
Phone: 9877 6956
mark.lane@whitehorse.vic.gov.au

Official Council appointments

- Municipal Association of Victoria (substitute Councillor)
- RSL – City of Whitehorse Scholarship Committee
- MAV Planning Advisory Group
- Victorian Local Governance Association (substitute Councillor)
- Visual Arts Committee
- Aqualink Box Hill Councillor Reference Group

Cr Raylene Carr
PO Box 6060
Vermont South Vic 3133
Phone: 9803 0913
raylene.carr@whitehorse.vic.gov.au

Official Council appointments

- Whitehorse Manningham Regional Library Corporation (Chair)
- Heritage Steering Committee
- Municipal Early Years Plan (Childhood Matters) Evaluation Committee
- Budget 2011/2012 Reference Group

Riversdale Ward

Cr Sharon Ellis
PO Box 8178
Burwood Heights 3151
Phone: 9890 8057
sharon.ellis@whitehorse.vic.gov.au

Official Council appointments

- MAV Human Services Advisory Group
- Eastern Region Affordable Housing Alliance
- MAV Metropolitan Housing Growth Reference Group (substitute Councillor)
- Advisory Committee for the Review of the Chief Executive Officer's Development
- Whitehorse Disability Advisory Committee (Chair)

Riversdale Ward continued...

Cr John Koutras
PO Box 8066
Burwood Heights 3151
Phone: 9802 7916
john.koutras@whitehorse.vic.gov.au

Official Council appointments

- Whitehorse Business Group Inc
- Budget 2011/2012 Reference Group
- Aqualink Box Hill Councillor Reference Group

Springfield Ward

Cr Philip Daw
PO Box 2152
Rangeview Vic 3132
Phone: 9873 3108
philip.daw@whitehorse.vic.gov.au

Official Council appointments

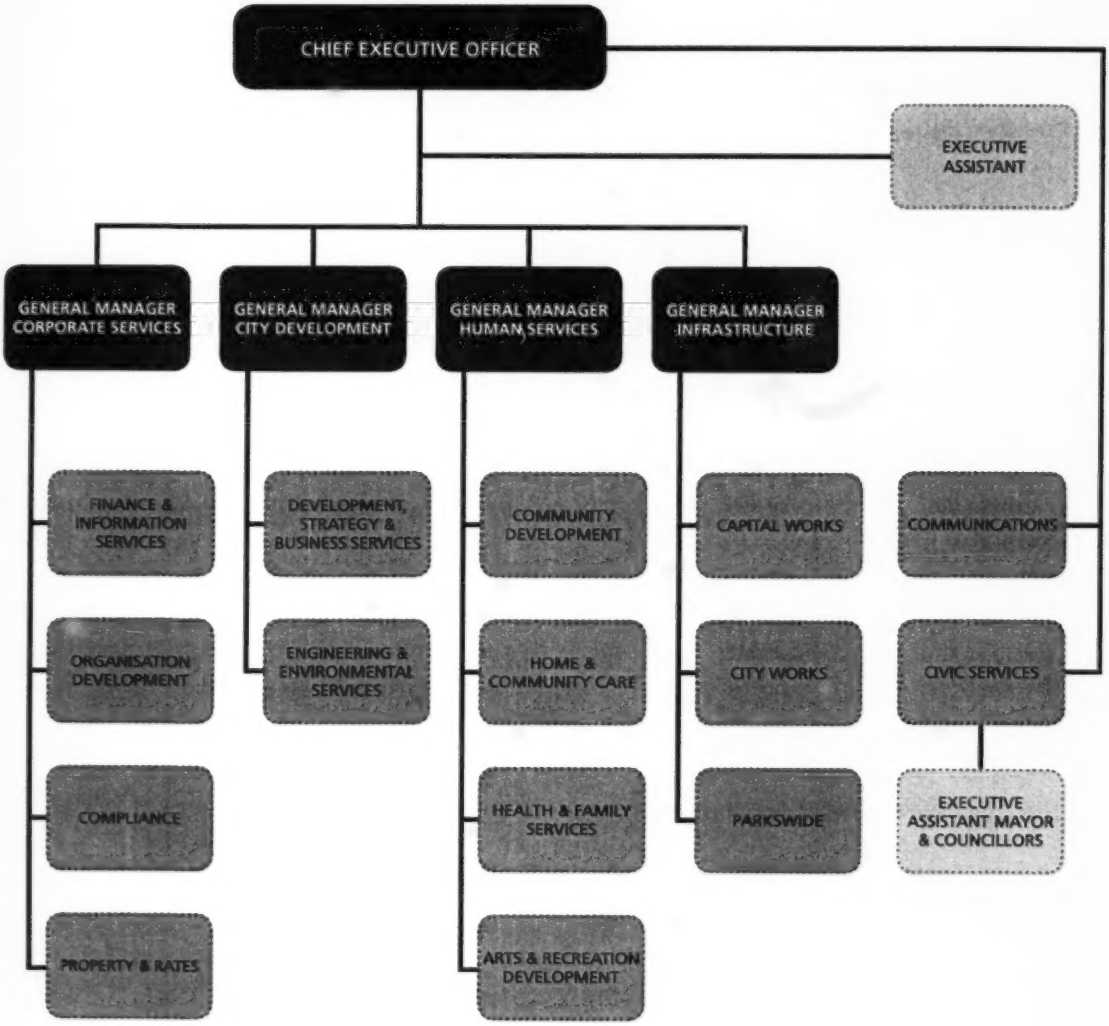
- Whitehorse Business Group Inc
- Budget 2011/2012 Reference Group
- MAV Transport and Infrastructure Advisory Group (Chair)

Cr Ben Stennett – Mayor
PO Box 120
Nunawading 3131
Phone: 9878 2472
ben.stennett@whitehorse.vic.gov.au

Official Council appointments

- International Council for Local Environment Intitiatives (ICLEI)
- Municipal Association of Victoria
- Victorian Local Governance Association
- Eastern Transport Coalition
- Advisory Committee for the Review of the Chief Executive Officer's Development
- City of Whitehorse Scholarship Committee
- Municipal Early Years Plan (Childhood Matters) Evaluation Committee
- Aqualink Box Hill Councillor Reference Group

Organisational Structure



Council's Planning Framework

In 2005 Council reviewed a document entitled *Our Vision for Whitehorse 2012*, a 10-year plan that had been written in 2002 setting out Whitehorse community aspirations for the 21st century. Council reviewed this document in 2005 through an extensive community consultation process and revised and extended it to 2016.

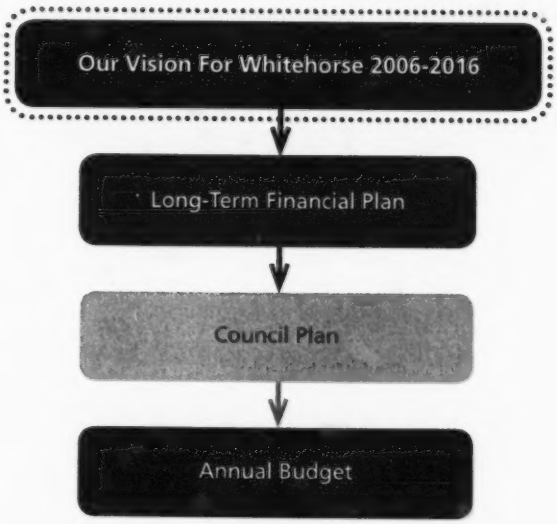
Our vision is that Whitehorse will continue to:

- be a vibrant, active community;
- boast a regionally significant economy;
- be recognised as the most liveable part of Melbourne; and
- become a leader in sustainable practices.

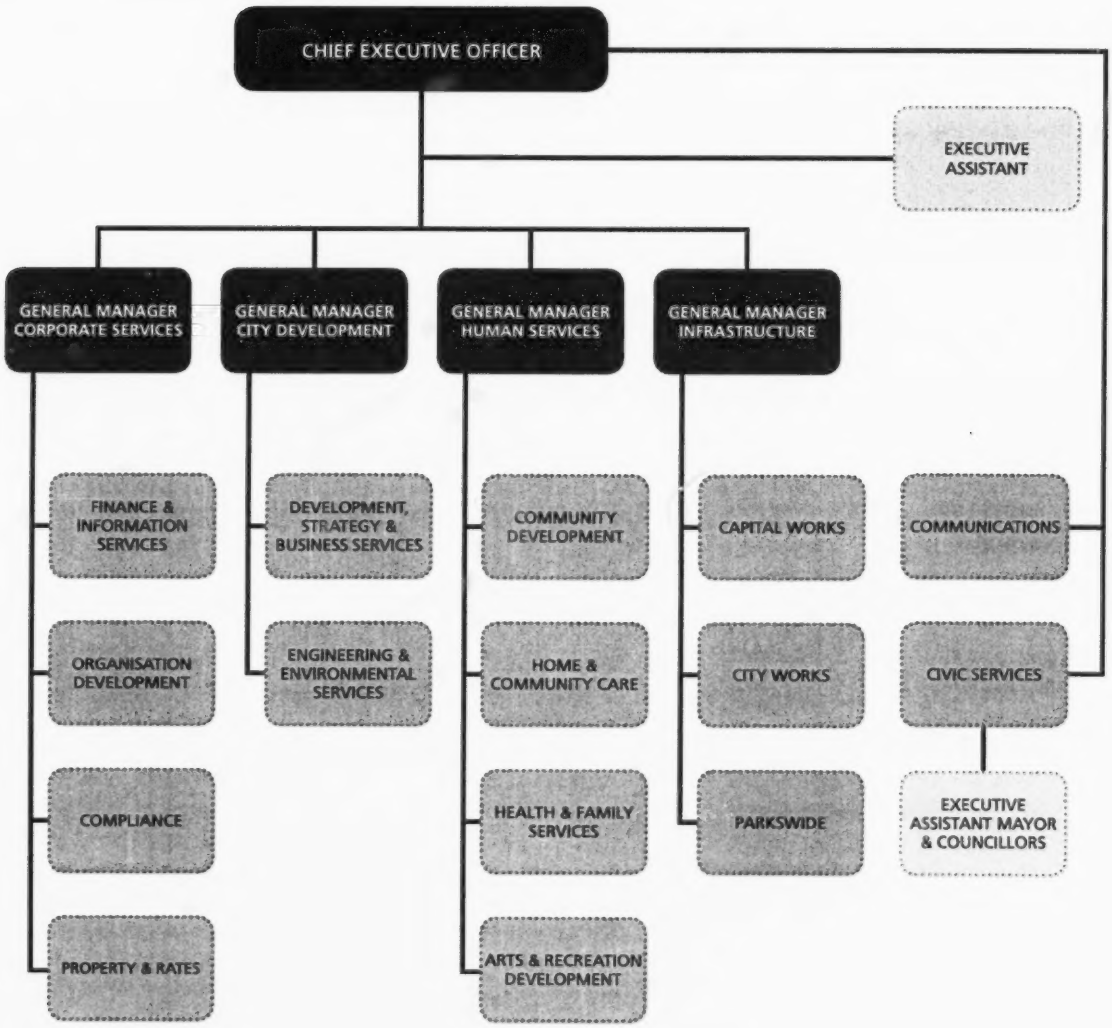
Our Vision for Whitehorse 2006-2016 commits Whitehorse City Council to a set of priorities for future action. These priorities cover the four key elements of our community, that is, the environment, the community, the economy and local governance.

Whitehorse City Council has used this vision to inform the preparation of its four-year Council Plan and Council's Annual Budget. The broad parameters of the vision are reflected in the vision, mission and values, and the strategic objectives of the Council Plan.

These relationships are reflected in the diagram below.



Organisational Structure



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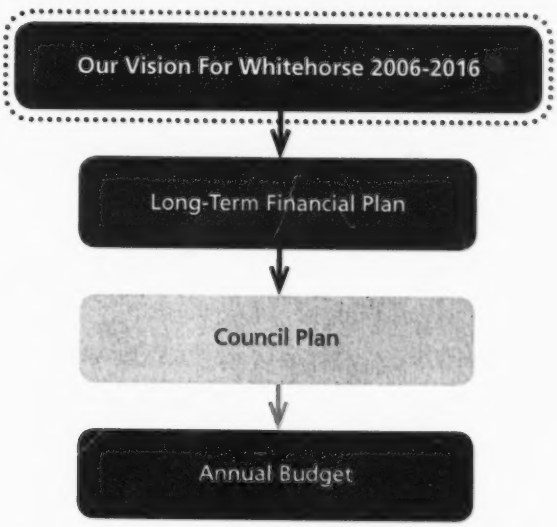


2011-2015 Council Plan

Vision

We aspire to be an inclusive, vibrant, prosperous and sustainable community.

Mission

Whitehorse City Council, working with residents and businesses, will develop this municipality through good governance, proactive strategic planning, efficient, responsive services and quality infrastructure.

Values

In pursuing its goals, Whitehorse City Council believes in and is committed to these values:

- **Consultation and Communication**
  Ensuring that members of our community are both sufficiently informed and able to contribute to Council's decision-making processes.
- **Democracy and Leadership**
  Recognising and valuing community participation in Council's decision-making as well as Council's role in providing leadership to the community.
- **Equity and Social Justice**
  Sharing the benefits and burdens of living in this city, celebrating our cultural diversity and paying attention to the needs of our disadvantaged residents.
- **Integrity**
  Making decisions and acting in ways that reflect our values.
- **Openness and Accountability**
  Being transparent in its decision-making, Council welcomes public scrutiny and community feedback.
- **Sustainability**
  Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.
- **Wellbeing**
  Developing a community that is aware of, and seeks to achieve personal and community wellbeing.

Council's Aspirations

In delivering on the 2011-2015 Council Plan, Councillors will strive to:

- Focus on community needs, for all sections of our community.
- Provide value for rates, recognising the balance of efficiently delivering quality services that meet the community's growing expectations.
- Maintain and carefully manage all Council assets on behalf of the community.
- Communicate in an honest and informative manner.

Council aspires to be responsible and prudent custodians of Council's community assets and long-term stable financial position. Council aspires to be a leader in local government, demonstrating vision and long-term planning.

Strategic Objectives, Strategies and Strategic Indicators for 2011-2015

Council's Strategic Objectives over the next four financial years 2011-2015 are;

1. Serve and strengthen our diverse community to be inclusive, vibrant and engaged;
2. Promote, protect, enhance and respect the quality of our natural and built environments;
3. Deliver organisational excellence, visionary leadership and strong governance, through dedicated people, to ensure the best possible contribution to our community; and
4. Support a prosperous, diverse and healthy local economy that contributes to the wellbeing of our community.

Council is required, under the *Local Government Act (1989)* to identify Strategic Indicators that will assist Council to monitor the achievement of its Strategic Objectives. These indicators are global indicators that reflect the broad progress and are not necessarily measures of specific Council actions.

The Strategic Indicators for 2011-2015 can be found under each of the following Strategic Objectives and Strategies.

1. Serve and strengthen our diverse community to be inclusive, vibrant and engaged.

Strategies:

- Increase community participation and engagement.
- Plan and partner with key stakeholders to strengthen our community.
- Deliver quality services for the wellbeing, amenity and development of our community.
- Recognise and celebrate the diversity of our community.
- Facilitate and encourage community participation in artistic and cultural life.
- Advocate on behalf of our community on critical local issues and external issues that may impact locally.

Strategic Indicators:

- Increase in the number and diversity of volunteers that work with Council and the community.
- Improvement in the Community Satisfaction Survey rating for overall performance in the responsible areas.
- Whitehorse Community Engagement Strategy implemented across Council activities.
- Strategic plans that include initiatives are undertaken in partnership and collaboration with the community and key stakeholders.
- Regular reporting of all relevant action plans.

2. Promote, protect, enhance and respect the quality of our natural and built environments.

Strategies:

- Embed sustainability practice and principles in planning and development.
- Lobby government to achieve higher ESD requirements.
- Lobby, strengthen and contribute to an integrated transport system.
- Protect, enhance, appropriately develop and acquire open space for current and future generations.
- Pursue consistent design principles of excellence in the City's current and future built environment.
- Enhance our leadership role in the education and awareness of environmental and sustainability practices in our community.
- Maintain and enhance Council's physical assets for long-term sustainability, safety and public amenity.

Strategic Indicators:

- Reduction in Council's greenhouse gas emissions.
- Reduction in Council's water consumption.
- Strengthen/accelerate the increase in the volume of municipal waste to be recovered, recycled and/or diverted from landfill.
- Environmentally sustainable design principles are applied to all new and redeveloped Council owned buildings.
- Increase in the number of planning applications that exceed a 5 Star energy rating.
- In the top 5% of councils in the MAV Advanced STEP program for the management of physical assets.
- Continue to implement and monitor the Open Space Strategy.

3. Deliver organisational excellence, visionary leadership and strong governance, through dedicated people, to ensure the best possible contribution to our community.

Strategies:

- Continue to develop inspirational leadership based on openness, accountability and transparency.
- Provide responsible management of Council's financial and other resources.
- Continue to develop and build an organisational culture that is inclusive, collaborative, and strives for excellence.
- Ensure our governance framework, values and performance parameters are understood, shared and core to our everyday actions.
- Continue to provide a comprehensive professional and personal development program so everyone's contribution is valuable.
- Continue to improve how we communicate, serve and connect with our community.

Strategic Indicators:

- Appropriate level of staff turnover and high employee satisfaction.
- Increased attraction of high calibre candidates for Council's vacant positions.
- Retention and development of council's talent pool particularly in critical positions.
- Achievement of the five green risk ratings for financial sustainability conducted by Victorian Auditor General.
- Improvement in the Community Satisfaction Survey rating for Customer Service.

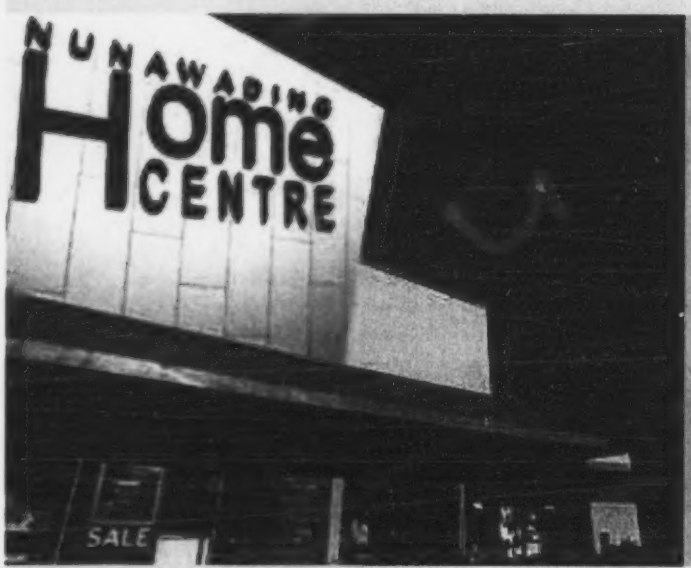
4. Support a prosperous, diverse and healthy local economy that contributes to the wellbeing of our community.

Strategies:

- Encourage local financially sustainable business excellence by strengthening our support role.
- Support a live local, work local, shop local campaign.
- Ensure that infrastructure is appropriately designed to provide accessibility.
- Strengthen the Council's connection with local business owners and their employees.
- Develop partnerships with government, business and educational institutions.
- Support the opportunities for local business collaboration and resource sharing.
- Promote better business start up opportunities.

Strategic Indicators:

- Increase in the number of new business enquiries and business kits issued.
- Increased participation in business development programs for new and start up businesses.
- Improved level of satisfaction with Council's business directory for the promotion of local business.
- Increased participation in networking events held by the City of Whitehorse.
- Increase in the number of businesses involved in Fair Trade.



Strategic Resource Plan 2011-2015

Council is required under the *Local Government Act 1989* to develop a Strategic Resource Plan (SRP) that describes the resources required to achieve the strategic objectives in the Council Plan. This Strategic Resource Plan is included in the Budget document and Council Plan. The Strategic Resource Plan has three components – a financial allocation plan based on Council's Long-Term Financial Plan; an asset management strategy based on Council's 4-year capital works program and a human resource strategy. The plan also contains a set of standard financial statements as required by legislation.

Long Term Financial Plan

Council's long term planning strategy is aimed at creating a sustainable fiscal environment to enable Council to continue to provide the community with high quality services and infrastructure into the medium and long term. The financial plan is a continuation of Council's responsible financial program. It is a financial plan aimed at:

- Responsible rate increases,
- Providing a framework to deliver balanced budgets,
- Steady progress towards improvement of sustainability measures including moving from operating deficit to surplus and an increase in the stay in business capital works program.

Council has, since 1997, worked within a financial framework that has successfully and consistently moved it towards the achievement of these goals. This has required tight but careful financial management. The assumptions underpinning the Plan are:

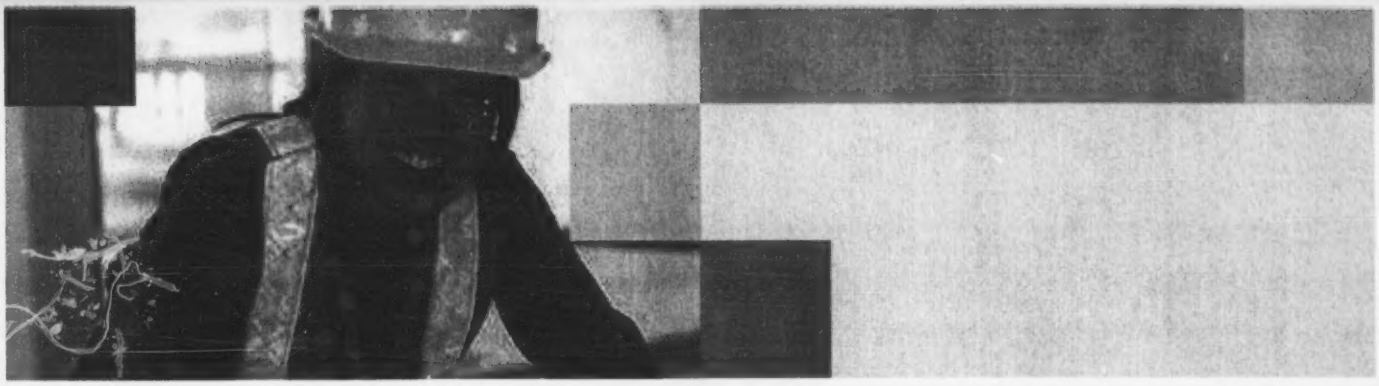
- CPI increases will be constant at 3% per annum.
- Continuation of the Long-Term Financial Plan rate revenue increase of 6% pa.
- Grants increase at 3% per annum.
- Fees and charges increase by 4% per annum (Years 2-10).
- Maintaining the Long-term balance in Council's Development Reserve at $30 million.
- Interest on investments estimated at 6.00% for 2011/12.
- Employee costs increasing with the Enterprise Partnership Agreement plus 1%.
- Recurrent expenditure increases on materials and contracts held at 3% per annum. A zero increase in 2011/12 except where contract arrangements determine annual increases.
- A capital works program of around $300 million over the next ten years.

Human Resources

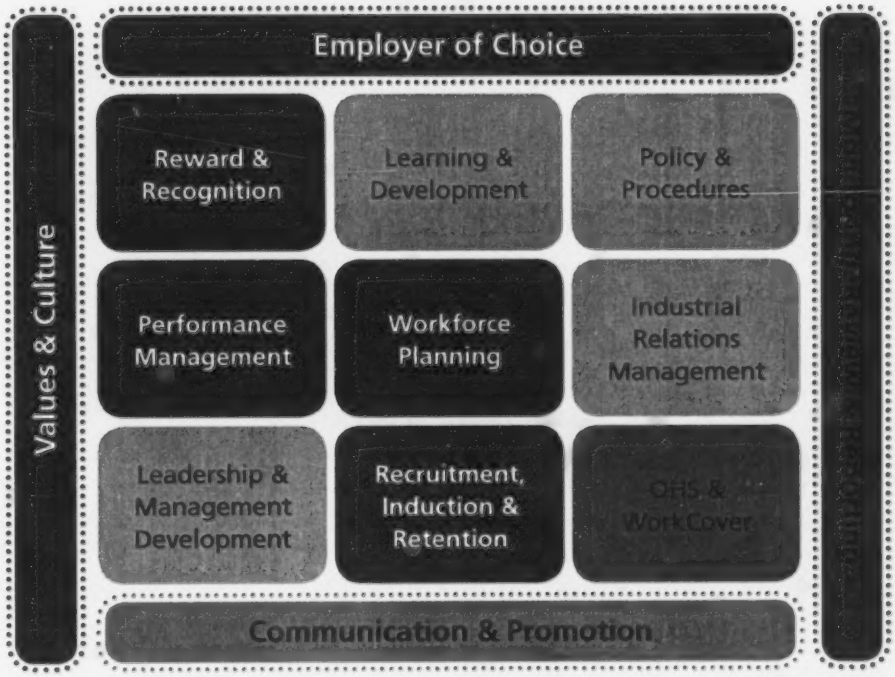
Council recognises that one of its most important assets is its people. The human resources of Council are integral to the provision of a wide range of quality services delivered to the community.

Council's workforce is approximately 1,169 employees, the majority are in part-time/casual roles. The Equivalent Full Time (EFT) positions as at February 2011 was 652 which reflects actual hours worked by all Council Staff. These staffing levels are fairly constant with minor changes experienced from year to year as required by service variations.

To enable staff to perform their roles to the optimum Council has an Organisation Development (OD) strategy built around an OD framework that aims to "attract, recruit, develop and retain highly skilled, motivated and professional employees...". The strategies and focus of Council's OD activities for the next four years will be in the key areas of the OD framework (see below) with a particular focus on Workforce Planning, which is considered the lynchpin of the entire framework. Council is also committed to excellence in Occupational Health and Safety, Human Rights and Equal Opportunity, with a number of major projects planned in these fields over the next four years. In addition Council's Collective Agreement recognises teamwork, professionalism and a commitment to our residents and customers as key employee values.



City of Whitehorse Organisation Development Framework



Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2011/12 to 2014/15. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast Actual	Proposed Budget	Strategic Resource Plan Projections		
Indicator	**2010/11 $'000**	**2011/12 $'000**	**2012/13 $'000**	**2013/14 $'000**	**2014/15 $'000**
Result for the year	1,829	9,030	8,427	8,914	8,893
Underlying result	(118)	6,776	6,753	7,191	7,992
Cash and investments	75,890	74,792	66,999	68,672	73,538
Cash flow from operations	20,647	28,011	28,308	30,067	31,101
Capital works	26,017	29,173	50,729	29,353	26,421

City of Whitehorse Organisation Development Framework

Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2011/12 to 2014/15. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

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Revenue Strategy

This section of the report considers the Council's rating strategy including assumptions underlying the current year rate increase and fees and charges pricing policy framework.

Rating Strategy Development

In developing the Long-Term Financial Plan, rates and charges were identified as an important source of revenue, accounting for 56.10% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the long-term financial planning process.

Council's rating strategy is based on a common rate for the entire municipality with no municipal charge and no separate garbage charge.

Current Year Rate Increase

It is predicted that 2011/12 operating position will be impacted by, reduction in government funding, wages growth and other non- discretionary cost increases. It will therefore be necessary to achieve future revenue growth while containing costs in order to maintain our surplus position as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, general rates are proposed to increase by 8.0% plus 0.50% for the increased land fill levy in 2011/12 raising a total rate of $79.41 million.

The following table sets out future adopted rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2011.

The state government charges all Victorian Councils a levy per tonne on every tonne of waste that goes to landfill (landfill levy).

This includes roadside waste collections, hard waste, street cleaning, and all other waste collected.

In 2010, the state government announced that the landfill levy would be increased from $9 per tonne to $30 per tonne for 2010/11, an increase of 233% in one year, with further increases to $53.20 per tonne over the following four years.

As Whitehorse City Council does not charge its ratepayers a separate service charge for waste collection and disposal it must recoup this expense from general rate income.

As a result the rate revenue increase for 2011/12 will need to increase by an additional 0.5% to cover the announced levy increase.

Please note that gate fees at Council's Recycling and Waste Centre will also be impacted by the landfill levy increase.

Year	State Levy	Impact on rate increase	Rate Increase
		%	%
2010/11	$30.00	1.28	7.28
2011/12	$40.00	0.50	8.50*
2012/13	$44.00	0.11	6.11*
2013/14	$48.40	0.12	6.00*
2014/15	$53.20	0.12	6.00*

* Proposed 2011/12 Budget and Strategic Resource Plan

Rating Structure

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1997/98 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

There are currently no plans to change that basis.

Rate type	How applied	2010/11	2011/12
Residential rates	Cents in $ of CIV	0.173546	0.18809*
Recreational rates	Cents in $ of CIV	0.0520638	0.056427*

* Proposed 2011/12 Budget

Borrowing Strategy

This section of the report considers the Council's borrowing strategy including strategy development, current year borrowings and adopted borrowing levels for the future.

Strategy Development

In developing the Strategic Resource Plan borrowings were identified as a funding source for the capital works program.

In the 2007/08 year, Council borrowed $3.0 million to part fund the construction of the Sportlink

multipurpose indoor sports facility. In 2012/13, Council proposes as part of a funding strategy to borrow $12.3 million to redevelop Aqualink Box Hill. This will be discharged in 2027. In future years, borrowings may be utilised to fund future infrastructure initiatives. The following table sets out future adopted borrowings, based on the forecast financial position of Council as at 30 June 2011. The current loan will be discharged by 2018 as per Council's Long-Term Financial Plan.

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	$'000	$'000	$'000	$'000
2012	-	257	190	2,090
2013	12,300	280	169	14,110
2014	-	724	1,186	13,386
2015	-	789	1,121	12,597

Asset Management Strategy

Council's infrastructure network represents an immense investment made over many generations. This network provides the necessary facilities that are often taken for granted or expected and provides the foundation for the social, environmental and economic values of the community. Stewardship of infrastructure is a core Council function. Sound asset management is necessary to enable Council to meet its responsibilities to:

- Provide services to current and future generations;
- Provide and maintain necessary community infrastructure;
- Encourage and support the economic and social development of the area.

Council's approach to Asset Management is to ensure that infrastructure and assets are provided to support services that are appropriate, accessible, responsive and sustainable to the community. This vision will be achieved through the application of best appropriate asset management practices, the implementation of an organizational wide information system for data management and reporting, the use of full life-cycle analysis of Council's infrastructure and the incorporation of lifecycle costing into capital investment decisions.

Council is a participant in the Municipal Association of Victoria STEP Asset Management Program, which provides best practice guidelines for asset management.

Council will continue to respond to the MAV STEP Program obligations by enhancing its best practice asset management framework. This framework extends from Council's Asset Management Policy to asset operations and information management systems.

Council's asset management is premised on the delivery of an active and large capital works program. This program will continue to give priority to the renewal and upgrade of existing infrastructure over the creation of new assets. This is to ensure Council's existing infrastructure provides levels of service that are affordable and continue to meet broad community expectations. Council's Long-Term Financial Plan provides for a relatively stable level of capital expenditure in line with forecast available funding over the next ten years. This strategy enables a long term approach to be implemented for capital expenditure on both existing assets and new infrastructure.

Council acknowledges that funding for capital works must come primarily from its rate base and be supplemented by other income whenever possible.

Budget Statements

The following information is with regard to the Standard Statements. It includes the following budgeted information:

- **Budgeted Standard Comprehensive Income Statement**
- **Budgeted Standard Income Statement (underlying result method)**
- **Budgeted Standard Balance Sheet**
- **Budgeted Standard Cash Flow Statement**
- **Budgeted Standard Capital Works Statement**

Budgeted Standard Comprehensive Income Statement

For the four years ending 30 June 2015

The Budgeted Standard Comprehensive Income Statement for the SRP shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities. The 'bottom line' shows the total difference between the financial position at the beginning and the end of each year.

The Budgeted Standard Comprehensive Income Statement requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

The Budgeted Standard Comprehensive Income Statement also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary. The most common disclosures under this category are movements in asset revaluation reserves, which arise upon revaluations of assets and adjustments to opening accumulated surplus due to adoption of a new accounting standard.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Revenues from ordinary Activities					
Rates	73,190	79,411	84,514	89,834	95,474
Grants	14,640	15,547	16,014	16,494	16,989
Capital revenues	1,880	2,007	1,552	1,596	769
User charges	36,227	39,948	40,376	41,804	44,523
Interest	3,994	4,100	4,088	4,020	4,120
Other	965	535	556	578	601
Total revenues	**130,896**	**141,548**	**147,100**	**154,326**	**162,476**
Expenses from operating activities					
Employee benefits	55,056	55,434	57,298	60,206	63,691
Borrowing costs	210	190	169	1,186	1,121
Material and services	46,434	49,200	52,406	55,203	59,370
Depreciation and amortisation	19,500	19,990	20,291	20,550	20,803
Other expenses	7,934	7,951	8,631	8,394	8,730
Total Expenses	**129,134**	**132,765**	**138,795**	**145,539**	**153,715**
Net gain/(loss) on disposal of property, plant and equipment	67	247	122	127	132
Surplus/(deficit) for the year	**1,829**	**9,030**	**8,427**	**8,914**	**8,893**
Other comprehensive income					
Other	0	0	0	0	0
Total comprehensive income for the year	**1,829**	**9,030**	**8,427**	**8,914**	**8,893**

Budget Statements

The following information is with regard to the Standard Statements. It includes the following budgeted information:

- **Budgeted Standard Comprehensive Income Statement**
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- **Budgeted Standard Cash Flow Statement**
- **Budgeted Standard Capital Works Statement**

Budgeted Standard Comprehensive Income Statement

For the four years ending 30 June 2015

The Budgeted Standard Comprehensive Income Statement for the SRP shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities. The 'bottom line' shows the total difference between the financial position at the beginning and the end of each year.

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The Budgeted Standard Comprehensive Income Statement also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary. The most common disclosures under this category are movements in asset revaluation reserves, which arise upon revaluations of assets and adjustments to opening accumulated surplus due to adoption of a new accounting standard.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Revenues from ordinary Activities					
Rates	73,190	79,411	84,514	89,834	95,474
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Other	965	535	556	578	601
Total revenues	**130,896**	**141,548**	**147,100**	**154,326**	**162,476**
Expenses from operating activities					
Employee benefits	55,056	55,434	57,298	60,206	63,691
Borrowing costs	210	190	169	1,186	1,121
Material and services	46,434	49,200	52,406	55,203	59,370
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Total Expenses	**129,134**	**132,765**	**138,795**	**145,539**	**153,715**
Net gain/(loss) on disposal of property, plant and equipment	67	247	122	127	132
Surplus/(deficit) for the year	**1,829**	**9,030**	**8,427**	**8,914**	**8,893**
Other comprehensive income					
Other	0	0	0	0	0
Total comprehensive income for the year	**1,829**	**9,030**	**8,427**	**8,914**	**8,893**

Budgeted Standard Income Statement (underlying result method) **For the four years ending 30 June 2015**

The Standard Income Statement (underlying result method) for the SRP shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities. The underlying result, which is a measure of financial sustainability, differs from the Standard Comprehensive Income Statement by removing non monetary asset contributions and capital income from the ordinary revenue classification.

These items of revenue are shown 'below the line' to illustrate the result achieved in the ordinary activities of the Council.

The Standard Income Statement (underlying result method) requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Revenues from ordinary activities					
Rates	73,190	79,411	84,514	89,834	95,474
Grants	14,640	15,547	16,014	16,494	16,989
User charges	36,227	39,948	40,376	41,804	44,523
Interest	3,994	4,100	4,088	4,020	4,120
Other	965	535	556	578	601
Total revenues	**129,016**	**139,541**	**145,548**	**152,730**	**161,707**
Expenses from operating activities					
Employee benefits	55,056	55,434	57,298	60,206	63,691
Borrowing costs	210	190	169	1,186	1,121
Material and services	46,434	49,200	52,406	55,203	59,370
Depreciation and amortisation	19,500	19,990	20,291	20,550	20,803
Other expenses	7,934	7,951	8,631	8,394	8,730
Total expenses	**129,134**	**132,765**	**138,795**	**145,539**	**153,715**
Underlying result	**(118)**	**6,776**	**6,753**	**7,191**	**7,992**
Net gain/(loss) on disposal of property, plant and equipment	67	247	122	127	132
Capital grants and contributions	1,880	2,007	1,552	1,596	769
Surplus/(deficit) for the year	**1,829**	**9,030**	**8,427**	**8,914**	**8,893**

Budgeted Standard Balance Sheet

For the four years ending 30 June 2015

The Balance Sheet for the SRP shows a snapshot of the expected financial situation at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

The change in net assets between two year's Standard Balance Sheet shows how the financial position has changed over that period which is described in more detail in the Standard Income Statement.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities, which will fall due in the next twelve months.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Current assets					
Cash and cash equivalents	75,890	74,792	66,999	68,672	73,538
Trade and other receivables	7,399	7,393	7,387	7,381	7,371
Total current assets	**83,289**	**82,185**	**74,386**	**76,053**	**80,909**
Current liabilities					
Trade and other payables	17,804	18,322	18,856	19,406	19,972
Provisions	10,619	11,124	11,655	12,211	12,794
Interest bearing liabilities	257	279	725	789	859
Total current liabilities	**28,680**	**29,725**	**31,236**	**32,406**	**33,625**
Net current assets	**54,609**	**52,460**	**43,150**	**43,647**	**47,284**
Non-current Assets					
Trade and other receivables	271	271	271	271	271
Investment in associates	7,075	7,075	7,075	7,075	7,075
Property, infrastructure and plant & equipment	1,882,027	1,930,215	1,997,930	2,045,118	2,090,261
Total non-current assets	**1,889,373**	**1,937,561**	**2,005,276**	**2,052,464**	**2,097,607**
Non-current liabilities					
Interest bearing liabilities	2,090	1,811	13,386	12,597	11,738
Provisions	648	679	711	745	781
Total non-current liabilities	**2,738**	**2,490**	**14,097**	**13,342**	**12,519**
Net assets	**1,941,244**	**1,987,531**	**2,034,329**	**2,082,769**	**2,132,372**
Equity					
Accumulated surplus	648,280	657,810	672,532	685,130	693,545
Asset revaluation reserves	1,241,866	1,279,122	1,317,495	1,357,020	1,397,731
Other reserves	51,098	50,599	44,302	40,619	41,096
Total equity	**1,941,244**	**1,987,531**	**2,034,329**	**2,082,769**	**2,132,372**

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2015

The Standard Cash Flow Statement of for the SRP shows what is expected to happen during the next four years in terms of cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year. The net cash flows from operating activities, shows how much cash is expected to remain after paying for providing services to the community which may be invested in things such as Capital Works.

The information in a Standard Cash Flow Statement assists in the assessment of the ability to generate cash flows, meet financial commitments as they fall due including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Cash flows from operating activities					
Receipts					
Rates	73,190	79,411	84,514	89,834	95,474
Interest	3,994	4,100	4,087	4,020	4,120
User charges	36,227	39,948	40,376	41,804	44,523
Other revenue	965	535	556	578	601
Grants and subsidies	14,640	15,547	16,014	16,494	16,989
	129,016	**139,541**	**145,547**	**152,730**	**161,707**
Payments					
Employee costs	(54,520)	(54,898)	(56,735)	(59,616)	(63,072)
Materials & contracts	(45,915)	(48,681)	(51,873)	(54,653)	(58,804)
Other expenses	(7,934)	(7,951)	(8,631)	(8,394)	(8,730)
	(108,369)	**(111,530)**	**(117,239)**	**(122,663)**	**(130,606)**
Net cash provided by operating activities	**20,647**	**28,011**	**28,308**	**30,067**	**31,101**
Cash flows from investing activities					
Proceeds from sales of property, plant, equipment & infrastructure	1,140	1,160	1,218	1,267	1,317
Repayment of loans and advances	6	6	6	6	10
Capital contributions	1,880	2,007	1,552	1,596	769
Payments for property, plant, equipment & infrastructure	(26,017)	(31,835)	(50,729)	(29,353)	(26,421)
Net cash used in investing activities	**(22,991)**	**(28,662)**	**(47,953)**	**(26,484)**	**(24,325)**
Cash flows from financing activities					
Proceeds from borrowings	-	-	12,300	-	-
Repayment of borrowings	(447)	(447)	(448)	(1,910)	(1,910)
Net cash provided by (used) financing activities	**(447)**	**(447)**	**11,852**	**(1,910)**	**(1,910)**
Net increase/(decrease) in cash & cash equivalents	(2,791)	(1,098)	(7,793)	1,673	4,866
Cash and cash equivalents at beginning of year	78,681	75,890	74,792	66,999	68,672
Cash and cash equivalents at end of year	**75,890**	**74,792**	**66,999**	**68,672**	**73,538**

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2015

The Standard Capital Works Statement sets out all expected capital expenditure in relation to non-current assets for each of the next four years. It also shows the amount of Capital Works expenditure which is expected to be renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

Capital renewal expenditure reinstates existing assets, it has no impact on revenue, but may reduce further operating and maintenance expenditure if completed at the optimum time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base.

New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

	Forecast Actual 2010/11 $000	Proposed Budget 2011/12 $000	Strategic Resource Plan Projections 2012/13 $000	2013/14 $000	2014/15 $000
Capital works areas					
Roads	6,381	7,109	8,166	8,284	8,559
Street trees	300	340	350	360	370
Drainage	1,252	1,034	1,568	1,912	1,435
Parks	1,749	4,659	1,911	3,112	2,485
Buildings	9,053	8,504	30,505	9,058	5,043
Urban improvements	1,223	2,930	3,315	1,225	1,585
Plant & equipment	6,059	4,597	4,459	4,947	4,161
Land Acquisition (Public Open Space)	-	-	455	455	2,783
Total capital works	**26,017**	**29,173**	**50,729**	**29,353**	**26,421**
Represented by:					
Renewal	21,852	25,052	22,234	21,821	20,536
New	4,165	4,121	28,495	7,532	5,885
Total capital works	**26,017**	**29,173**	**50,729**	**29,353**	**26,421**
Property plant, equipment & infrastructure movement reconciliation worksheet					
Total capital works	26,017	29,173	50,729	29,353	26,421
Carry forward capital projects	0	2,662	0	0	0
Asset revaluation increment	36,171	37,256	38,374	39,525	40,711
Depreciation and amortisation	(19,500)	(19,990)	(20,291)	(20,550)	(20,803)
Written down value of assets sold	(1,073)	(913)	(1,096)	(1,140)	(1,186)
Net movement in property, plant, equipment & infrastructure	**41,615**	**48,188**	**67,716**	**47,188**	**45,143**

Acknowledgement of Country
In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional owners of the land now known as Whitehorse and pays respect to its elders past and present.

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